

THREE YEAR PLAN 1991 - 1993

PROCESS DEVELOPMENT

OBJECTIVE 1

Develop and implement programs focused on standardization of primary processes and tobacco materials among PM European affiliates and with PM USA.

Strategies

- Optimize and standardize processing parameters and operating conditions in the four European ET plants for improved consistency of operations and interchangeability of the ET product.
- Organize technical review meetings with participants from all European ET plant locations and assist in solving specific problems as required.
- Streamline the tobacco process quality program and implement the take-over by QA of the routine reporting.
- Continue to review and interpret primary data, particularly for defining trends and factory comparisons, with various groups from affiliates and R&D.
- Complete the programs for standardizing the Burley processing in Berlin, including start-up and qualification of the new P&S dryers.
- Develop and implement a program for increased cutting OV.
- Be involved in the evaluation and the installation of foreign matter detection and removal systems.

OBJECTIVE 2

Assist in implementing the capacity increase program for primary processing equipment in co-ordination with the PME affiliates to meet the goals set by Operations.

Strategies

- Contribute to the implementation of the primary extension programs by assisting in the establishment of the engineering projects for new primary equipment. Projects include the primary extension and the new ET plant in BOZ, the installation

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of LEGG dryers in Berlin, the BBS processing and cut filler pack-out in Munich, the separate ET line in FTR Onnens and the FTR primary improvement program.

- Participate in planning meetings to discuss design concepts and layouts.
- Provide assistance for selecting equipment and defining process parameters, for start-up and qualification of new equipment or modified processing lines.

OBJECTIVE 3

Increase the level of technical assistance for primary process quality assessment and optimization within affiliates, licensees and other groups of both PME regions.

Strategies

- Respond to Manufacturing requests for assistance. Develop and complete programs, evaluations or blend component studies.
- Perform project reviews, establish recommendations for process improvements and provide assistance and consulting service to licensees to improve unit operations, stem treatment and ET processing.
- Participate in workshops and provide training for licensee personnel.
- Further optimize the operation of the Miniprimary and the support laboratory for increased flexibility, improved safety and maintenance.
- Implement the HT project in the Miniprimary in 1991.
- Complete the project for a data acquisition system in the Process Development laboratory.
- Complete the evaluation of small lamina removal from strip in the stemmeries, their utilization, and implement the follow-up accordingly.
- Evaluate the results on the total blend sieving and cutter bypass in the PM Australia primary and develop recommendations for Europe.
- Investigate the utilization of factory generated OTM's.
- Implement trial programs adequately as required and further improve planning, data interpretation and reporting.

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OBJECTIVE 4

Develop, evaluate and implement new processing technologies for potential application in PM facilities.

Strategies

- Complete the evaluation of the COMAS stem puffing process.
- Continue the evaluation of direct cylinder conditioning as an alternative to vacuum pre-conditioning.
- Evaluate cut filler recovery from Winnowers.
- Stay abreast of the development of new cast sheet and expansion technologies by Richmond R&D.
- Participate and support programs related to reconstituted tobacco processes and materials as required.
- Identify technologies in industries similar to ours and intensify contacts with equipment suppliers to keep abreast of new developments.

OBJECTIVE 5

Further improve our expertise and technology transfer through exchange and co-ordination with the technical community.

Strategies

- Complete the documentation on standardized primary information for all European affiliates.
- Outline major differences between primaries. Establish and implement an up-date procedure on a yearly basis and develop general primary guidelines.
- Organize the 1991 Tobacco Colloquium, participate and contribute to synergy meetings with other PM units.
- Continue to improve technical expertise and flexibility of the Process Development personnel by further intensifying on-the-job cross-training.
- Ensure professional training and rapid integration of new process engineers.

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